Office of International Affairs

Unit Review and Planning

Submitted by:

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I. Operational Unit Planning

A. Improving Unit Operations and Effectiveness

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1. Admissions
- Meet with students and sponsors daily to answer inquiries and explain application and admission requirements
- Contact and follow up with local sponsors on pending applications
- Handle all international student application process (screening, approval and follow up), including all required financial documents, school records, SEVIS transfer form, medical requirements
- Follow up with matriculation procedures for all newly accepted and enrolled students
- Collects application fees and tuition payments and issues payment receipts

2. Student Support Services
- Identification of international student needs and creation of programs/services to meet those needs
- Monitor online international students checklist
- Conduct orientation for new students each semester
- Advising, including resolving student issues such as student status, financial issues, and referrals to relevant services for personal issues
• Meet with local student sponsors and other members of the public to discuss international student issues
• Handle continuing student benefits (OPT and Work off-Campus) and student transfers both in and out
• Peer Advising for international students
• Coordinate housing referrals and placement with host family
• Referrals for parking permits, student ID cards, student library cards and services
• Activities for international students
• International Health Insurance and compliance
• Campus Tours for prospective and new students
• General support services provided to students and public
• International student advocacy while relating with faculty and staff on campuses
• Handle issues with the Social Security Administration and Department of Motor Vehicles for international students. Write required letters to above agencies for applicable students
• Conduct Tax workshops for international students and assist students with tax forms per IRS guidelines

3. Academic Counseling

• Provide academic, career and personal counseling that is critical to new international student in order to assist with adjustment to the American educational system in order to enhance retention and student success
• Assist all incoming students with assessment and class enrollment in order to accurately place students in courses appropriate to their educational goals and proficiency level.
• Work with college counselors in addressing and resolving student academic issues.
• Advises students on transfer requirements and works with universities to facilitate transfer
• Presents academic information relevant to international students during international student orientation and individual student appointments
• Complete I-20 program extensions, petitions to graduate and other relevant paperwork.
• Serve international students at individual colleges as needed
• Create international student's SEPs (Student Educational Plans)
• Files CC & AA Certificate Petitions for International Students
• Provides multi-cultural & multi-lingual counseling
• Crisis intervention - provides international student with campus or community resources and services

4. Immigration
• Meet with students in addressing immigration (USCIS, etc.) regulations and F1 visa compliance issues
• Monitor students under 12 units
• Verify visa status
• SEVIS tracking mandated by DHS
• Meet with non F-1 international students for enrollment authorization according to visa status
• Prepare correspondence for students as needed to verify status
• Staff members serve as Designated School Official (DSO) as required by Department of Homeland Security in order to admit and monitor F-1 students
• Coordinate and monitor SEVIS tracking and on-going reporting to ensure compliance with immigration regulations
• Maintain accurate immigration reporting (change of student’s address, change of major, extension of program, I-20 issuance, under 12 unit authorization) and troubleshoot related problems
• Coordinate registration and data entry for entire international student population each semester as required by SEVIS
• Collaborate with USCIS, ICE, DHS, attorneys, SEVIS Help Desk, fsaAtlas
• Issue immigration documents (including I-20)
• Educate students and sponsors on how to apply for student visa overseas
• Liaison with immigration attorneys for Change of Status and Reinstatement
• Liaison with California Service Center/DHS for Change of Status and reinstatement issues
• OPT (Occupational Practical Training) Authorization
• Reinstate out of status students where appropriate

5. International Student Outreach (Abroad, Out-of-State and Local)
• Research and create on-going dynamic outreach and recruitment plans
• International student recruitment
  o Overseas
    ▪ Develop sustainable relationships and linkages with overseas institutions, advising centers, businesses and other organizations
• Develop close working relationships with Department of States/Embassies and Consulate Offices
  o Domestic
    • Represent Peralta at language school events through visitation, presentations, and college fairs
• Email
• International Student Website (Maintain and update) – Online Application
• Flyers
• Publications
• Brochures
• DVD VIDEO Project
• Hobsons (USA Education Guide)

6. Domestic Student Outreach (Out-of-state recruitment)
• Additional emphasis on developing housing and enhancing website
• Cyber-counseling

7. Collaboration with community
• Internal:
  o District
    • Collaborate with various district divisions such as IT, marketing, finance, and admissions and records to holistically develop a master plan for serving student needs
    • Special presentations and luncheons to promote international education and activities
    • Student Orientation participation
  o Colleges
    • Attend meetings related to International Education and may chair and/or serve on college committees as needed
    • Work with administration, faculty and staff on international curriculum development
    • Professional Development Day to implement study abroad programs
    • Student and Delegation Campus Tours
    • Assessment test center for Appointments
• External:
  o International - Overseas institutions, business and government organizations, educational agencies and Department of State
  o Local
    • Property owners, trade/business organizations
    • Work with community/business leaders to develop programs that will benefit community and individual students
  o Liaison with 4 year universities on behalf of students

8. Signature Programs
(2007-2008)

• Create, develop and implement innovative programs
• Short term professional training program for Ministry of Mongolia/Government Officials
• Special program for Korean students transferring to our Peralta Colleges through articulation with UC Davis (PresNet)
• Work closely with Berkeley Digital Film Institute to recruit students from overseas
• Develop and implement intensive ESL Programs to serve special ESL students
• Online classes for overseas and out-of-state students
• Work jointly with Patten University to recruit a special group of students from China
• FAA Certified Dispatcher Program

(Future Plans)

• AMA Education Systems (Philippines)
• Westedu International Education Consulting Institute (Turkey)
• Global Education Academy (Japan)
• FAA Certified A&P Mechanics Program

9. Project Design, Management and Implementation

• Perform feasibility studies (determine if self supporting/sustainable)
• Manage day-to-day operations of projects
• Attend meetings with District and campus administrators, instructors and 3rd party providers
• Develop Study Abroad contracts with 3rd parties and coordinate with staff, professors, administrators and district general counsel (to address liability issues)
• Review proposals from 3rd parties (insurance, publications, short-term training)
• Develop partnerships and exchanges with external organizations and colleges (Universities, community colleges)
• Construct budget and information systems for projects
• Establish contractual relationships with business organizations to recruit students and establish new programs
• Collaborate with PCCD legal counsel and campus/District administrators and staff to maintain compliance with laws and PCCD policies

10. Research/Marketing Analysis
• Study trends and consider innovative ways to recruit/retain students from all over the world
• Set recruitment targets for local (study abroad), domestic (out-of-state) and international students
• Conduct surveys and compile data
• Monitor results of student recruitment and academic success
• Advise and report on internal/external programs and study abroad: features/benefits, target market, marketing strategy, competition, competitive advantages, existing and potential partners, management team and staff, funding and program budgets, timelines, risk factors/legal issues
• Study projects designed to create cultural awareness and job opportunities for local and international students

11. Administrative Support
• Implement procedures and guidelines for office forms
• Maintain student database and filing
• Process and deposit application fees and tuition payments
• Maintain records for auditors
• Provide administrative support including orders supplies, handles maintenance issues, distributing mail, and other secretarial support.
• Assist Associate Vice Chancellor including preparation requisitions, PA forms and travel forms
• Tracking of peer advisor, clerical assistants, and PT counselor timesheets
• Draft letters and complete other correspondence with colleges and universities concerning student transfer and other issues.
• Communicate with college administrators and other college personnel to implement projects
• Assist in coordinating and monitoring projects and other activities relevant to international affairs, such as faculty and administrative exchanges and study abroad
• Telephone, fax and email communication
• Schedule appointments and monitor calendar
• Attend and record notes in internal and external meetings and ensure follow up and implementation of agenda items
• Prepare for visiting international and local delegations, groups and individuals
• Assist with international student research, by collecting data and preparing proposals, portfolios, reports, charts, tables and presentations
• Assist in training and supervision of clerical staff and student assistants
Office of International Affairs

Associate Vice Chancellor, Jacob Ng (JN)

- Provides leadership and oversees all aspects of international affairs, international education and international students for the Peralta Community College District, which includes development, implementation, monitoring and maintaining international programs.
- Serves as Principal Designated School Official (PDSO) as required by Department of Homeland Security in order to be eligible to admit non-
immigrant students.
- Works with local community and overseas educational and governmental agencies in promoting Peralta educational services.
- Works with colleges to provide training on the specific needs of international students for administrators, faculty and staff.
- Design and develop signature programs and projects.
- Provides leadership in the areas of promotions and recruitment.
- Provides supervision in all aspects of admissions and support services for international affairs.

**Director of International Services, Sean Brooke (SB)**

- Conducts market analysis and feasibility studies for outreach and recruitment efforts of international and out-of-state domestic students.
- Program development, implementation and management.
- Works closely with college administrators to design, develop and implement projects based on priorities and timelines.
- Collaborates with International Education Coordinator to help enhance student recruitment efforts in our local communities.
- Works with Department of Homeland Security personnel and other government officials to address immigration and visa issues.
- Serves as a liaison for the Office of International Affairs with government and/or private legal counsel to address immigration and visa status issues.
- Monitor student enrollment and financial status.

**Coordinator, Brian Delon (BD)**

- Coordinates day-to-day activities of the Office of International & Global Education.
- Oversees general support services provided to students and public.
- Provides advising including resolving student issues such as student status, financial issues, and personal issues.
- Oversees student admissions process.
- Coordinates orientation for new students.
- Identifies international student needs and creates programs/services to meet those needs.
- International student advocacy while relating with faculty and staff on campuses.
- Represents PCCD at language school events through visitation, presentations, and college fairs.
- Provides assistance in the recruiting of out-of-state students.
- Attends meetings related to International Education and may chair and/or serve on college committees as needed.
- Meets with non F-1 international students for enrollment authorization.
according to visa status.

- Prepares correspondence for students as needed to verify status.
- Acts as a liaison with 4 year universities on behalf of students.
- Meets with local student sponsors and other members of the public to discuss international student issues.
- Implements procedures and guidelines for office forms.
- Serves as Designated School Official (DSO) as required by Department of Homeland Security in order to admit non-immigrant students.

➤ **Senior Secretary, Shirley Wilson (SW)**

- Maintains student database and filing.
- Processes and deposits application fees and tuition payments, as well as maintain records for auditors.
- Issues immigration documents (including I-20s).
- Provides administrative support, which includes ordering supplies, handling maintenance issues, distributing mail, and other secretarial support.
- Provides administrative assistance to the Associate Vice Chancellor, which includes preparing requisitions, PA forms and travel forms.
- Handles continuing student benefits (OPT and Work off-Campus) and both in and out student transfers.
- Tracks peer advisor, clerical assistants, and PT counselor timesheets
- Writes letters and completes other correspondence with colleges and universities concerning student transfer and other issues.
- Serves as Designated School Official (DSO) as required by Department of Homeland Security in order to admit non-immigrant students.
- Monitors online international students’ checklist.

➤ **International Student Support Specialist [Admissions], Angela Khoo (AK)**

- Handles all international student application process (screening, approval and follow up), including all required financial documents, school records, SEVIS transfer form, medical requirements.
- Follows up with Matriculation procedures for all newly enrolled students
- Meets with students and sponsors daily to answer inquiries and explain application and admission requirements.
- Meets with students in addressing immigration regulations and F1 visa compliance issues.
- Educates students and sponsors on how to apply for student visa overseas.
- Handles issues with the Social Security Administration and Department of Motor Vehicles for international students.
- Contacts and follow up with local sponsors on pending applications.
- Conducts Tax workshops for international students and assist students with tax forms per IRS guidelines.
• Acts as liaison with immigration attorney’s for Change of Status and Reinstatement
• Acts as liaison with California Service Center/DHS for Change of Status and reinstatement issues.
• Serves as Designated School Official (DSO) as required by Department of Homeland Security in order to be eligible to admit non-immigrant students.
• Monitors online international students checklist

➢ International Student Support Specialist [SEVIS], Drew Gephart (DG)

• Coordinates and monitors SEVIS tracking and on-going reporting to ensure compliance with immigration regulations.
• Maintains accurate immigration reporting (change of student’s address, change of major, extension of program, I-20 issuance, under 12 unit authorization) and troubleshoot related problems.
• Provides student support services including health insurance, international student activities, orientation and campus tours.
• Coordinates registration and data entry for entire international student population each semester as required by SEVIS.
• Acts as liaison between Office of International Education, District IT Department, fsaATLAS and SEVIS Help Desk.
• Serves as Designated School Official (DSO) as required by Department of Homeland Security in order to be eligible to admit non-immigrant students.
• Oversees website and all updates and formatting changes.
• Monitors online international students checklist

➢ International Student Counselors, LisaMarie, Todd & John – Hourly (COUN)

• Provides academic, career and personal counseling that is critical to new international student in order to assist with adjustment to the American educational system in order to enhance retention and student success.
• Assists all incoming students with assessment and class enrollment in order to accurately place students in courses appropriate to their educational goals and proficiency level.
• Works with college counselors in addressing and resolving student academic issues.
• Advises students on transfer requirements and works with universities to facilitate transfer.
• Presents academic information relevant to international students during international student orientation and individual student appointments
• Completes I-20 program extensions, petitions to graduate and other relevant paperwork.
• Serves international students on-campus as needed.
Student/Peer Advisors, Horizon, Regina, Collins & Carnell (Peer Advisor)

- Acts as receptionist in front building
- Answers phones
- Assists with admissions (taking in applications)
- Filing student files
- Assists staff with special projects
- Takes mail to mail room and checks for incoming mail
- Files TOEFL score reports or school copies of I-20’s received
- Sends out application requests
- Tidy desks, dusts and cleans desk tops, window sills & computer screens.
B. Unit Environmental Scan

Strengths and Competencies

The Office of International Affairs (OIA) has developed a comprehensive strategic action plan for the next two years. 2007-2008 has been a challenging year with the loss of two classified hourly employees and one regular classified employee. Despite the reduction in staff, the OIA has worked hard to increase student enrollment by increasing our recruitment efforts and application pool. The OIA has increased international student enrollment through collaborative efforts and a comprehensive recruitment strategy.

Through a strict monitoring and tracking system of student enrollment status, along with personal efforts of calling students and meeting with them individually to come up with educational plans, we have been able to enhance the student retention and success rate. Additionally, there has been an increased student transfer rate, as well as graduation rate for students completing their studies with an AA or Certificate Degree.

Despite the decrease of international student enrollment in the U.S., in Spring 2006 the OIA was able to reverse the enrollment trend at the Peralta District, thus going against the national trend of decreasing enrollment in the U.S. This Fall 2007 semester, our international student enrollment has reached the 600 mark for the first time since Fall 2003. Last year, 2006-2007, the total revenue generated through the OIA was approximately $3 million. This fall, our international student enrollment itself has reached 620. The projected enrollment for international, out-of-state, and study abroad students is set at 1,100 for Fall 2008. This projected enrollment will generate in excess of $3.2 million next year.

In addition, the OIA has expanded its study abroad program to offer domestic students greater experiential, integrated learning through various classes offered in at the Peralta Colleges. Last year, we expanded study abroad programs to involve all four Peralta Colleges by offering classes in China (Laney), Vietnam (Alameda, winter 2008), Spain (BCC) and Cuba, Jamaica & Ghana, Mexico, Mexico Border & Egypt (Merritt).

For 2007-2008, the OIA has been charged with out-of-state recruitment efforts beyond California targeting U.S.-resident students. The OIA is in the process of setting up a team that consists of college presidents, District administrators and faculty groups to address recruitment strategies involving the use of the internet, college fairs, high school visits, direct mail and conference presentations (See E3: “Out-of-state U.S.-resident recruitment” for other Recruitment Strategies and Action Steps). We hope this will help to build a sustainable revenue stream along with the international student population.
Functions Needing Improvement

- Process for monitoring students’ financial situations.
- Work with College Administrators and Faculty to address student class enrollment, refunds, and under 12-unit issues.
- Process for monitoring students who are planning to enroll for fewer units in a semester than the normal full-time study course of 12 semester units which is required by the US Immigrations & Customs Enforcement
- Increase support for students to stay in class by increasing counseling and advising services to effectively help students in their academic and personal issues. In addition, will have liaison counselor from OIA to work with the liaison counselor for each of the 4 colleges in regards to academic issues and support that will enhance retention and success.
- Better District-wide collaboration
  - Work with College presidents and administrators to begin to discuss the Intensive English Institute for the specific group of students we serve.
  - OIA will work closely with District faculty/academic senate by attending District academic senate meetings and other departmental meetings, including ESL, business, CIS, counseling and vocational programs.
  - Establish an international student support advisory council to include faculty who are currently involved in study abroad programs and counseling faculty from each college.
  - Also establish a key liaison person within each department, such as, counseling, ESL and business for international and academic matters and to promote programs through the academic department website.
- Work with Chief Information Officer and Admissions & Records to incorporate International Student Checklist with PeopleSoft system in order to reduce the probability of human error and to monitor student records from beginning of student enrollment through their departure.

Best Practices and Innovations

- Conducted Professional Development Day presentation in Spring 2007 to address faculty involvement in student issues as well as study abroad. Also, explained liability issues and the new waiver and assumption of risk forms that have been created to protect the District’s interests
- Integrated District-wide study abroad with four Colleges by working closely with Deans of Instruction and Faculty, as well as overseas hosting institutions to design
specific classes and coordinate housing and logistics for the program

- Integrated Board Policy and administrative procedure into a study abroad program to support host faculty

- Collaborated with District and College personnel, such as, Chief Financial Officer, Vice Chancellor of Admissions & Records, General Counsel, Chief Information Officer, Vice Chancellor of General Services and College Instructional and Student Service Administrators to establish communication and network to address international student issues

- Strategic Plan 2007-2009 has been established to address program and services offered by the Office of International Affairs, which include the establishment of vision and mission statements, as well as making budget transparent to all stakeholders.

- Expanded new study abroad programs to China, Cuba and Egypt.

- Expanded study abroad programs to involve all 4 colleges in the District by visiting China (Laney), Vietnam (Alameda, winter 2008), Spain (BCC) and Cuba, Jamaica & Ghana, Mexico, Mexico Border & Egypt (Merritt).

- Adopted “Office of International Affairs” as the name used for all functions of international services, including international outreach and partnerships. However, “International Education” is often used internally for locally provided services and international student issues.

- Conducted a recruitment strategy that included local and international recruitment efforts. Overseas recruitment visits are continually revaluated and are targeted towards specific students/countries to create the greatest increase in international student enrollment opportunities. OIA conducted numerous cost/benefit analyses to determine appropriate recruitment options within budget constraints. Staff participated in local recruitment fairs in the Bay Area to enhance our District’s visibility. Established internal tracking database of students from overseas and in-state recruitment.

- Improved student housing coordination and secured cost effective health insurance plan with database for tracking.

- Conducted comprehensive international student orientation. Included campus tour and same-day assessment examinations.

- Established monitoring system and procedure for immigration reporting.

- Established internal tracking database of students.

- Established a streamlined admissions process in compliance with DHS/USCIS rules and regulations.

- Established successful implementation and compliance of SEVIS tracking system to report student status to DHS.
• **Improved Marketing**
  
  o Utilized sponsorship for a recruitment promotional fair (AIEF) in Korea to promote Peralta Colleges.
  
  o Hosted high profile delegates from overseas, including an ambassador from Brazil, government officials from China and others from S. Korea, Philippines, etc. to promote goodwill and enhance our visibility and marketing.
  
  o Produced Promotional Video.
  
  o Website Developments and Updates (Study abroad outreach, website translation in French, German, Spanish and Chinese).
  
  o Developed new promotional brochures in other languages, such as, Korean & Chinese.

• **Establish working relationships with Santa Monica College, Foothill/De Anza College and Houston Community College to establish best practices for developing a competitive international education program.**
  
  o PCCD’s Associate Vice Chancellor Ng, Chancellor Harris, College Presidents and others will be visiting Santa Monica College to discuss out-of-state recruitment practices.

• **Establish business and marketing plan** for specific study abroad programs and short-term training programs for professionals from overseas, such as Vietnam & Mongolia study abroad programs and short-term training for professionals from South Korea, Mongolia & China.

• **Develop an Intensive English program** in collaboration with college administration and faculty.

• **Establish online courses for overseas and out-of-state students** by Spring 2008 as part of our international/out of state marketing efforts in collaboration with faculty and department chairs.

**Trends and Challenges**

• F-1 student immigration law was reformed during the implementation of SEVIS adding further restrictions to international students. The Peralta Colleges had to implement the new intricate SEVIS system despite not having the current technology available to create a live data link between Peralta’s data system and the immigration system. The result was additional work for staff in the Office of International Affairs who had to input information into the new system by hand. This process is very time-consuming,

• The budget was reduced by approximately 10 percent during the year 2002-2003,
which resulted in a loss of 2 FTE positions. The budget was further reduced by at least 5 percent in subsequent years.

- A decrease in student enrollment in 2003, 2004 and 2005 was due to student transfers to universities and delays with visas both within the United States and overseas. In addition, in 2004 the new SEVIS tracking system was implemented by the Department of Homeland Security. The District has internally implemented a tighter system to monitor unpaid tuition fees from previous semesters.

- Recruiting students during the SARS outbreak in Asia and its residual effect on enrollment in the district continues.

- The Office of International Affairs does not have a live data link between student enrollment information at the Peralta colleges and the U.S. Immigration and Naturalization Service Web site. Therefore, all reporting is done manually, which limits accuracy.

- Classes are often full or closed for late arriving students, which complicates enrollment for students.

- A lack of dormitory space and temporary housing near the Peralta Colleges deters many international students from applying to the colleges.

- The international student counselor is often overwhelmed with the large number of new and continuing international students who try to see her at the beginning and end of each semester. The overflow is often directed to the college campuses where they do not receive international counseling.

- Local competition from other community college districts with larger budgets.

- Representing various languages for the students we serve and lack of bi-lingual staff.

- International competition from other countries, such as Canada, the United Kingdom and Australia.

- The OIA is located in a small portable trailer resulting in a lack of office and storage space for data archives and student folders. The portable is old and has bad odors and a rotting boardwalk, which is now a safety hazard. At least four computers currently being used are considered out of date and operate at an extremely slow pace, which causes long waits for all concerned. There is a need for a security system upgrade (See F3, Page 54, for detailed assessment).

**External Opportunities**

- Participate in national and local conferences and organizations designed to enhance Peralta visibility, such as National Association for International Educators (NAFSA), Bay Area Professional International Educator Roundtable (BAPier), California Colleges for International Educators (CCIE) and American Association for Community Colleges (AACC). To the extent possible, the OIA utilizes economies of scale. Associate Vice Chancellor Ng presented at a CCIE conference in May 2007.
and also was published in national journal “New Directions for Community Colleges” in July 2007.

- **Work with District and Colleges across the state to create sustainable recruitment strategies by increasing promotion/marketing efforts to cover a wider base of potential and prospective students from around the world and out-of-state, resulting in more student applications and higher enrollment.**

- **Establish recruitment ties with trade organizations, such as the Bay Area World Trade Center, the Center for International Trade Development, as well as with the statewide Director for the California Community College Economic and Workforce Development Program.**

- **Obtain sponsorship for Fall, 2007 overseas recruitment fair** by utilizing partnership efforts with private organizations

- **Work closely with CITD and statewide Director** to develop training programs and establish networks in the state of California and overseas to enhance international program and visibility.

- **In an effort to enhance the District’s visibility and promote the international program,** the Associate Vice Chancellor will submit a proposal to present a report on the findings regarding “TOEFL scores and Student Success” at the **2008 World Congress/International Conference** for Community and Further Education Colleges in New York.
## II. Strategic Planning
### A. Overview of Goals and Strategies

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<td><strong>C. Build Programs of Distinction</strong></td>
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Goal A: Advance Student Access and Success

Assessment:

The Office of International Affairs strives to enhance enrollment and retention of international students through various programs and services. Currently, the OIA provides the following services and activities that contribute to access and success: admissions, academic counseling, immigration and visa advising, student activities, new student orientations, housing and other support services. The OIA provides strong customer and student support services. The office handles everything from prospective international student’s first inquiry through the moment they arrive at a Peralta College and enroll in classes. Even after students have completed class registration the OIA provides a variety of services to enhance a students experience at the PCCD. Other support services include advocating on behalf of international students in specific situations regarding classes, financial issues, academic issues and personal issues. Through collaboration with A&R, the Finance Department and college assessment centers, the OIA essentially functions as a one-stop center for international students.

Many of the cities in the East Bay Area are internationally recognized and attract students to come and study. However, despite the attraction and the ease of access to education, rising crime rates, high costs of living and strong local and international competition provide challenges for the OIA when it comes to recruiting and retaining international students at the Peralta Colleges. Some PCCD international students have ended their programs early to transfer to other out-of-state, as well as Californian, institutions with lower tuitions and costs of living, such as Texas, Oregon, West Virginia, Washington etc… Programs are also an essential component to international students. Some students transfer out early after finding a better program that meets their specific needs. Other students have difficulty enrolling in the classes that they need so they transfer to other colleges where they can get in the class. Often, there is high competition for students enrolling in common classes. Also, for new and late arriving students, the classes they need are often already full or closed, which complicates their enrollment.

There was a decrease in student enrollment in 2003, 2004 and 2005 due to student transfers to universities and delays with visas both within the United States and overseas. In 2003 the new SEVIS tracking system was also implemented by the Department of Homeland Security. The District has now implemented a tighter internal system to monitor unpaid tuition fees from previous semesters. There were other external factors that contributed to the decline at that time, such as economic downturn, SARS in Asia and other world issues.

The PCCD has an open enrollment admissions policy and the OIA handles the international admissions process to provide access with overseas students with high school diplomas or higher. OIA is centrally located to maximize the quality and speed of processing applications and issuance of specific immigration documents, which saves costs and reduces errors.
The PCCD programs are competitively priced within community colleges in the state and are also a bargain compared with state universities in that many courses satisfy transferable state university courses, but are offered at a fraction of the price. Nevertheless, for many international and non-resident students, these courses, along with the cost of living in the Bay Area, are priced very high relative to costs in their respective countries or states. Nonetheless, the OIA must market the PCCD in a way that will attract these especially budget-conscious students.

The OIA plays a major role in serving the following group of students: international students (overseas and domestic transfer students) and overseas student (not F-1) and out of state students from the US, domestic study abroad students. OIA will strive to increase enrollment and retention of this group of students by helping to create a welcoming environment for them. Emphases for the OIA in this regard include assessment of issues associated with student retention and implementation of quality programs on and off-campus.
Strategies and Action Steps:

A1. Increase Student Enrollment

According to “Open Doors 2006,” the total number of international student enrollment in the U.S. has decreased from 586,323 to 564,766 since 2002/2003. From 2004/05 to 2005/06, the number of international students enrolled in the U.S. decreased from 565,039 to 564,766, which was a -.05% decrease (See Appendix B).

Despite the decrease of international student enrollment in the U.S., in Spring 2006 the OIA was able to reverse the enrollment trend at the Peralta District, thus going against the national trend of decreasing enrollment in the U.S. This Fall 2007 semester, our international student enrollment has reached the 600 mark for the first time since Fall 2003.
5-year student enrollment goals

<table>
<thead>
<tr>
<th></th>
<th>Fall 2005</th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
<th>Fall 2010</th>
<th>Fall 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>435</td>
<td>505</td>
<td>620</td>
<td>680</td>
<td>750</td>
<td>810</td>
<td>900</td>
</tr>
</tbody>
</table>

International Student Enrollment

<table>
<thead>
<tr>
<th></th>
<th>Application Received</th>
<th>Accepted</th>
<th>Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2003</td>
<td>225</td>
<td>209</td>
<td>152</td>
</tr>
<tr>
<td>Spring 2004</td>
<td>176</td>
<td>166</td>
<td>91</td>
</tr>
<tr>
<td>Fall 2004</td>
<td>177</td>
<td>157</td>
<td>102</td>
</tr>
<tr>
<td>Spring 2005</td>
<td>152</td>
<td>137</td>
<td>87</td>
</tr>
<tr>
<td>Fall 2005</td>
<td>196</td>
<td>164</td>
<td>102</td>
</tr>
<tr>
<td>Spring 2006</td>
<td>190</td>
<td>183</td>
<td>135</td>
</tr>
<tr>
<td>Fall 2006</td>
<td>242</td>
<td>214</td>
<td>141</td>
</tr>
<tr>
<td>Spring 2007</td>
<td>238</td>
<td>235</td>
<td>181</td>
</tr>
<tr>
<td>Fall 2007</td>
<td>238</td>
<td>225</td>
<td>182</td>
</tr>
</tbody>
</table>

In order to increase acceptance and enrollment rate, the application pool must be increased. Between acceptance and enrollment other factors are uncontrollable based on many reasons such as visa denials, sudden change of financial sponsorship, last minute transfers to other school upon arrival and other factors prevent students from enrolling.
Out-of-State Enrollment

<table>
<thead>
<tr>
<th></th>
<th>Out State Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2006</td>
<td>307</td>
</tr>
<tr>
<td>Spring 2007</td>
<td>297</td>
</tr>
<tr>
<td>Fall 2007</td>
<td>306</td>
</tr>
</tbody>
</table>

Total Projected Out-of-State Enrollment for Fall 2008 is 336 (10% increase)

Out-Of-State Enrollment Totals

Study Abroad Program Enrollment

<table>
<thead>
<tr>
<th>Location</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>17</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Mexico</td>
<td></td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>Cuba</td>
<td></td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Jamaica</td>
<td>20</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Ghana</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Egypt</td>
<td></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Mexico (Border)</td>
<td></td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>China</td>
<td></td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>52</td>
<td>98</td>
</tr>
</tbody>
</table>
Total Projected Study Abroad Enrollment for 2007-2008 International Affairs Efforts is 140-150.
The OIA will strive to achieve the enrollment goals for both international and out-of-state students with a comprehensive plan which entails strategies to strengthen recruitment, college promotions and enhance special programs. These strategies involve:

- OIA staff participation in international recruitment and with a targeted approach in specific world regions.
- Utilization of current technologies to enhanced web design, create video promotions and media or brochure/flyer publications.
- OIA will establish strong linkages with overseas institutions, high schools, business and advising centers and other governmental agencies, such as embassies and local government officials, as well as trade organizations to help promote and recruit students.
- Visits to local English Language schools and centers to promote the colleges and recruit students.
- Visit to out of state high schools or attend recruitment fairs to promote the Peralta Colleges, as well as using technology such as cyber counseling and the web.
- Establish short-term training programs, such as Intensive English, as well as an English Business program.
- The OIA program will focus on the strengthening of its services and programs across the district in order to create a quality comprehensive program attractive to prospective students to increase recruitment. OIA believes that by enhancing these programs and services retention will be increased as well. This effort requires the direct interactions between OIA staff, faculty and staff in various College departments and student collaboration and input throughout the District.

A2. Contribute to a welcoming environment for international students:

The OIA and the Colleges are collaborating to establish hospitality teams through college Public Information Officers, faculty, administrators and various colleges’ departments to host overseas delegates and dignitaries. In order to incorporate this welcoming environment across the Peralta campuses, the OIA offers seminars and workshops such as on Professional Development Days to promote cultural sensitivity issues related to international students. OIA also works closely with the Office of Admissions and college assessment centers to help students enroll and adjust to their American educational experience and contribute to the overall success of international students. The OIA’s centralized office also works as a reception office to welcome visitors, guests and new students who come to Peralta from overseas.

A3. Make programs financially attractive for students/community:

The cost of tuition and fees for international students is set by the state of California; however, the OIA helps reduce the cost of higher education for international students in other areas, such as housing, sponsorship and work opportunities. By opening opportunities for students in these areas, the OIA renders a US education in the Bay Area more affordable.
The OIA provides assistance to students in securing affordable housing through home-stay programs in order to save at least a portion of their room and board costs, as well as to have the cultural experience of living with a US family.

Through diverse forms of sponsorship the OIA has and is attempting to employ partnerships with the corporate sectors and business and medical professionals to development tuition scholarships and other financial incentives for international students to come and study at the Peralta Colleges.

The US immigration also grants work permits to international students who experience extreme economic hardship while studying in the US and the OIA assists matriculated international students who have encounter this hardship to obtain the necessary off-campus work permits to help finance their education. The OIA assists other students who have completed AA/AS or Certificate programs to apply for a one-year work permit known as Optional Practical Training (OPT). This service acts as an incentive for many students to complete PCCD programs in order to gain work experience in the USA.

Other efforts are being considering by OIA to develop endowment funds for the longer term support of international diversity efforts on campus.

A4. Strengthen Customer & Support Services

The OIA provides strong support services; however, the quality of these services will be strengthened to give better customer service and support in all areas.

Specifically, the OIA envisions a more streamlined admissions process that incorporates more expedited screening of students’ applications and documents by eliminating unnecessary steps that slow the process. The new “PeopleSoft” system will be incorporated into this process. The OIA has been working closely with “PeopleSoft” consultants to address OIA needs. In addition, further work will be conducted with A&R, Finance Department and college Assessment Centers to create formalized procedures in the areas of admissions and enrollment, financial matters and expedited assessment.

By building a strong working relationship with the USCIS and the Department of Homeland Security we will add much needed support for students in relation to their immigration issues. This will not only protect the students’ status, but also the District’s interests by better ensuring the students and the District are in compliance regarding I-20 issuance, immigration status, visa information, travel procedures, and employment regulations.

The OIA will continue to strengthen and expand the following programs and services:

1) Admissions Services
2) Counseling and Advising includes the following: Academic and adjustment issues, such as culture shock and adaptation to college life

3) Outreach services that include promotion and recruitment activities in the local and international communities

4) Student immigration issues in regards to change of status, reinstatement, university transfers, work authorizations, etc…

5) Student Housing

6) Orientation, Student Activities and Networking

7) Internationalize College Curriculum through Study Abroad

8) Work closely with the college admissions supervisors to address specific issues regarding enrollment

9) Health, Medical and Safety Issues

10) Work with college assessment center Coordinators to arrange special assessment tests for international students

11) Work closely with college faculty and staff on issues related to the well-being of international students

12) Department of Motor Vehicles and Social Security

13) Maintain and Update International Student Website

14) Information Sharing through Faculty and Staff Development and Workshops

15) Conduct Tax Workshops every fiscal year during tax season.

16) Conduct Optional Practical Training workshops to announce work possibilities.

17) Advocate on behalf of students in regards to immigration, academic, health insurance, Social Security Administration, Department of Motor Vehicles, landlord, financial issues and other issues that international staff may assist students.

In order to carry out and deliver the above mentioned support services, the OIA requires adequate support staff for operating the program and services.
A5. Implement a System to Enhance Student Retention and Success

OIA will highly recommend all new incoming international students to enroll in a college success class, Counseling 24, specifically designed for new international students. The new college success class will be designed and taught by counseling faculty, as well as other department faculty, using an interdisciplinary approach for student success.
Goal B: Engage Our Communities and Partners

Assessment:

OIA considers communication with students and their parents to be important. Therefore, the OIA already has many means of communication with students, including a website, publications directed toward first-year students (Orientation Handbook), and marketing materials for specific programs (e.g., Study Abroad, Dispatcher Program and ESL) and an orientation for new international students. These have been updated and used, not only to promote features of the District that are attractive to students (both prospective and current), but also to communicate expectations to students and their families regarding academic rigor, educational quality and living acculturation in the Bay Area.

The OIA also communicates regularly with the PCCD family. They presented to the Board of Trustees a Board Report in 2001, 2004, 2006 and this 2007 report. Annual reports are presented to the Chancellor regarding the OIA’s goals, strategic plans, updates and accomplishments.

Strategies and Action Steps:

B1. Enhance communications with students:

The OIA will lead an initiative to develop a collaborative effort with college administrators to promote international student recruitment and retention. OIA will establish an International Alumni Association and other student clubs, to improve communication with parents and families.

B2. Enhance communications with local sponsors:

The OIA will stay up to date on all immigration and admissions regulations and issues to provide and help sponsors and prospective students with all necessary and adequate information regarding admissions, visas, immigration, and financial issues in order to facilitate access to our colleges for international students from overseas and from other US institutions.

B3. Enhance communications with District and college administration:

The OIA will enhance the effectiveness of communication with District administrator, faculty and staff through liaisons with other departments. The OIA will designate a liaison to specific departments to address issues in regards to international education.

The OIA will work with the General Counsel to develop District approved legal contracts and assemble them for special programs with Faculty, Third-Party coordinators and college administrators.
The OIA plans to continue to regularly communicate achievements, the ongoing plans and goals of the OIA with the Board of Trustees and the community to enhance transparency.

**B4. Enhance communications with local and overseas communities:**

The OIA will work closely with specific organizations that complement District goals and missions in a joint effort to promote the recruitment and establishment of new programs in targeted countries such as Korea, Mongolia, Vietnam, China, and Ethiopia.

Korea: Recruit students through a University Network
Mongolia: Government officials to establish short-term training.
Vietnam: Department of Education
China: Direct contact with government and educational institutions
Ethiopia: Through business and government entities.
Goal C: Build Programs of Distinction

Assessment:

The changing world climate has brought about an increased awareness of the importance of international education. As more students seek to study overseas, the Peralta Colleges must offer a diverse array of programs to meet the needs of local and international scholars.

An aspect of OIA is to develop international education on the Peralta Colleges’ campuses and by providing a multicultural education through study abroad, PCCD students are able to study world histories on site, have cultural interactions which develop students’ awareness regarding political and social issues and take action to seek local and global solutions. The OIA has expanded PCCD study abroad programs in China, Cuba, Egypt, Ghana, Jamaica and Spain. These multicultural education programs help PCCD students who are members of diverse racial, ethnic and cultural groups to have an equal chance to achieve academically in school and gain a greater world view.

The development of these programs have grown through strong collaboration with study abroad faculty, college administration and curriculum committees, district General Counsel and third-party travel providers to develop and promote study abroad and international education opportunities on the college campuses.

The OIA meets with college faculty, staff, administrator and committees to establish other programs that meet the needs of international students and the community.

Strategies and Action Steps:

C1. Expand Study Abroad Programs:

By focusing on specific geographic regions of the world, such as Africa, the Caribbean, Latin America, Asia and South East Asia, students are able to study languages of the region, as well as politics, economics, anthropology, history, art, religions and literature to gain a better understanding of how diverse and complex the human experience is within a single part of the globe.

A program will be developed to study abroad in Vietnam in the Fall 2007 intersession and in Mongolia in the Summer 2008.

Through follow-up meetings with study abroad faculty after the completion of study abroad programs, OIA will develop a plan of strengths and weaknesses experienced on previous programs in order to improve future programs.

C2. Continue to develop short-term courses:

The OIA will develop short-term courses for working professionals and students from
overseas to be trained at the four Peralta Colleges in a variety of fields, such as Public Administration, Intensive English for professionals and Aviation programs. In addition, OIA will assist in the curriculum development of the language programs, such as the Intensive English Program and Foreign Language and Culture Classes.

C3. Create innovative programs:

The OIA will create an Intensive Language Institute (ILI) for immigrant and nonimmigrant non-native speakers. A pilot of Intensive English Program (IEP) will be instituted through Berkeley City College, College of Alameda and Merritt College in the Spring 2008. Additionally, the OIA will work with Laney College to create a special Intensive English Language Program for immigrants in Oakland’s Chinatown. It will be an off campus program that feeds students into Laney College’s ESL program in Fall 2008.

Additional programs to be instituted and implemented include:

- Online courses and other distance learning media for overseas and out-of-state students with differential out-of-state tuition and fees.
- Short term Business, English and Public Administration programs for professional students overseas.
- Create a bridge program with a South Korean University to enable students to study at PCCD and transfer to 4-year universities.

C4. Connect language program to College curriculum:

In order to meet the needs of the local and international communities, the aforementioned Intensive Language Institute (ILI) is being designed as follows: Proficiency in English, Chinese or Spanish can lead to the four Peralta Colleges’ vocational, certificate, and AA/AS programs, which also feed into four-year universities, such as the CSU and U.C. systems through established articulation agreements.
Intensive Language Institute

Intensive English, Chinese, Spanish & other Languages Programs
(8-12 Weeks)

ESL, Chinese, Spanish & other Languages Programs

Vocational/Certificate Programs

AA/AS Degrees

Major Coursework

Bachelor Degree & Beyond
Goal D: Create a Culture of Innovation and Collaboration

Assessment:

The PCCD is recognized for its international engagement and partnerships. The OIA brings leadership and innovation to the international dimension of the District’s strategic plan by creating, promoting, coordinating, and supporting the District’s international education and service activities through collaboration with District/College stakeholders, including administration, faculty and staff, to enhance instructional services such as study abroad development and special programs development.

Through collaboration with counselors, as well as admissions and assessment support staff, the OIA helps to enhance the admission and matriculation processes. Additionally, the OIA staff collaborates with college faculty to host presentations on study abroad procedures, as well as with college administrators to host overseas delegations and visitors in order to strengthen and promote overseas ties.

Strategies and Action Steps:

D1. Collaborate with Instructional Faculty:

The OIA will work with teaching faculty to provide an environment of cultural inquiry for our students by developing the following areas:

1. Actual travel experiences (e.g. study abroad)
2. Discovering ways others in their classroom lead lives different than their own
3. Viewing the world from the perspective of others
4. Comparative studies (e.g. politics, culture, religions and history)
5. Cross-cultural communication skills

Additionally, an OIA representative will work closely with Faculty through Faculty Senate and department meetings as needed (ESL, Nursing, Business, CIS, etc.) to address student issues.

OIA will also work closely with Department Chairs and ESL Faculty to develop and design an Intensive English curriculum that targets specific groups of students in our District, for example, students from Vietnam, Korea, Japan, Mongolia and China. In addition, OIA will also work closely with Deans and Faculty to develop short-term professional business courses for working professionals, such as Government Officials.

D2. Collaborate with Counseling Faculty:

An OIA counselor will serve as a liaison to work with college counselors to enhance student support and attend department counseling meetings as needed to address and resolve student issues through a holistic and interdisciplinary approach.
For instance, OIA counselors will participate in the College-wide counselors’ meeting for Laney College based on the following schedule:

<table>
<thead>
<tr>
<th>Counseling Department 2007-2008 Meeting Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting Time: 1:00pm to 3:00pm</td>
</tr>
<tr>
<td>Fall 2007</td>
</tr>
<tr>
<td><strong>Meeting Date (Thurs)</strong></td>
</tr>
<tr>
<td>Sept 6th</td>
</tr>
<tr>
<td>*Sept 20th</td>
</tr>
<tr>
<td>Oct 4th</td>
</tr>
<tr>
<td>*Oct 18th</td>
</tr>
<tr>
<td>Nov 1st</td>
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<tr>
<td>*Nov 15th</td>
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<tr>
<td>Nov 29th</td>
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<tr>
<td>Dec 13th</td>
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<tr>
<td>Dec 20th</td>
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</table>

<table>
<thead>
<tr>
<th>Spring 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Meeting Date</strong></td>
</tr>
<tr>
<td>Jan 24th</td>
</tr>
<tr>
<td>Feb 7th</td>
</tr>
<tr>
<td>*Feb 21st</td>
</tr>
<tr>
<td>**March 6th</td>
</tr>
<tr>
<td>*March 20th</td>
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<tr>
<td>April 3rd</td>
</tr>
<tr>
<td>*April 17th</td>
</tr>
<tr>
<td>May 1st</td>
</tr>
<tr>
<td>*May 15th</td>
</tr>
<tr>
<td>May 22nd</td>
</tr>
</tbody>
</table>

* College-wide counselors’ meeting the 1st hour (1 – 2pm); General counselors’ meeting the 2nd hour (2 – 3).

D3. **Collaborate with Colleges/Administrators:**

The OIA will work with the four colleges to provide support to the international student population. The OIA plans to institute an international student resource center on each campus to provide support services, counseling and disseminate information to the local community. Additionally, an international student resource center on each campus will provide in-service trainings for staff, counseling and advising services, housing/activities information and assist in attending to students’ other needs in a more timely and cost effective manner.

OIA will work with College and District administration to build student housing that would
institutionalize international program on campus by providing an integrated living environment for domestic and international students. By providing a safe living environment, it will create a seamless learning community for all students that will support new Intensive English Programs that will be implemented on campus.

The OIA will provide workshops as needed for faculty, College Presidents, Vice Presidents, Deans of instruction/student services and campus support staff to enhance international education at all levels.

D4. Collaborate with Staff Development Officer to Offer Professional Workshops:

The OIA will work closely with faculty members who are planning and directing study abroad programs. It is important that faculty developing and leading an overseas study program accept the roles and responsibilities of administrator, teacher, financial advisor, tour guide agent, and even counselor associated with that program. Professional Development presentations will provide specific suggestions on most aspects of directing overseas study programs and answer faculty directors’ most frequently asked questions about developing study abroad programs.

Workshops on specific issues regarding international students, such as learning styles, acculturation and cross-cultural communication will be offered to faculty and administrators as necessary.

D5. Work with other Colleges across the state and country to establish best practices

The OIA will work closely with Santa Monica College, Foothill/De Anza and Huston Community College District to establish the best practices for the Office of International Affairs in terms of operations, programming services and recruitment efforts.
Goal E: Ensure Financial Health

Assessment:

In 1997, the international program was responsible for obtaining authorization from the U.S. Immigration and Naturalization Service for Vista College (Berkeley City College) to accept international students. In 2002, all four Peralta Colleges passed the onsite audit and reevaluation by the United States Immigration and Customs Enforcement (USICE) and were recertified and authorized to enroll non-immigrant students at the Peralta District. In 2003 the Student and Exchange Visitor Information System (SEVIS) was successfully implemented.

Since inception of Peralta’s international program, the District has realized a revenue of approximately $2.5 million each year for the last five years. This revenue continued during a period of reduced resources and international health crises, such as SARS; international security problems, delays in issuance of visas at the U.S. embassies and a change of immigration laws. The revenue from the program went to the general fund, thereby helping to stabilize the District’s yearly budgets and finances.

The office currently serves approximately 1,000 students annually, including the summer period, and plays a key role in the PCCD serving as the transfer platform to four year institutions for many international students. Moreover, many more students have been awarded both certificates and associate degrees.

Importance of International Student Tuition and Fees

The District has benefited from international students who attend our Peralta Colleges. To maintain their visas, international students are required to enroll in at least 12 units. Currently, the District charges $173 per unit plus a $20 enrollment fee, $6 capital outlay fee and $2 campus fee per unit for international students (or $2,390 per student enrolled in 12 units or $4,780 per student per year). Resident students pay $20 per unit enrollment fee and $2 per semester for the campus fee (for 12 units this is equivalent to $264 per semester or $528 per year).

When the International Program was started in 1997, the total non-resident revenue was $796,554. Since the inception of the international program, the District has generated as much as $3.2 million dollars in a year, but averages more than $2.5 million in any given year since 1999. Even with increasing revenue, the expenses of the international office have remained about the same, around $500,000. Last fiscal year, the total expense for the OIA was $556,812.82; however the total revenue from the tuition and fees was $3,070,147.00.
Since September 11, 2001, there has been competition to recruit international students from other countries (primarily Canada, the United Kingdom and Australia) because of tightening US visa regulations. The OIA is concentrating on how to create positive image and perceptions that counter stereotypes of the United States that exist abroad concerning international student access, focusing primarily upon the following priority areas: (1) the perception among international students and their families that they are unwelcome in the United States; (2) the view that U.S. higher education is unobtainable because of its high cost; (3) the negative perception relating to the sheer complexity of navigating higher education in the United States.; and (4) the fear that as an international in the United States, it will be too difficult to become an active and appreciated member of their new community.

When the OIA staff meets with international students, they emphasize the positives and benefits for students enrolling into the Peralta District. Strategies and guidance are given to help students to be admitted and ensure that they secure a visa to enter the US. The OIA also provides advice on how to navigate the complexities of the admissions process; however, local competition from other community college districts with larger budgets is making it more difficult for the OIA to compete.

The OIA constantly seeks out more international partnerships and exchanges with postsecondary institutions abroad and other organizations in the foreign countries China, Vietnam, Turkey, Thailand, Malaysia, Nepal, South Africa, Nigeria, England, Singapore,
Brunei, Japan, Jamaica, Egypt, Spain, Cuba, Mexico, Mongolia, South Korea and India.

In general, prospective students want a view into U.S. schools, campus life, and the surrounding communities that they might live in. The OIA is giving more thought, and allocating resources, to the production of promotional materials such as DVDs, videos, Web-based videos, and international recruitment brochures. The OIA has recently created a video promoting the Peralta Colleges (See Video Production). Other technology will also play a role in recruitment efforts. It will be possible, for example, for faculty and staff members to participate in live interviews with international applicants through interactive video.

The OIA has established a network of promotional activities through international trade as well as other trade organizations such as Bay Area World Trade and overseas commerce agencies. However, personalized recruitment efforts needs to be maintained and enhanced in order to convey the message to prospective students that they are not a number, but a person that our colleges care about their educational pursuits. This means the OIA will focus on more frequent contact, quicker decision times and answering questions faster.

**Strategies and Action Steps:**

**E1. On-going and enhanced outreach efforts:**

The OIA will collaborate with/utilize the services of representatives from educational institutions, culturally-related organizations, business and industry, governmental agencies and other interested parties in order to develop a variety of international programs.

The OIA will give special attention to adult learners, seeking to maximize enrollment and potential revenue while minimizing internal/external competitions and duplication of effort in serving this population. The OIA will work with others within the District to ensure that the PCCD’s institutional policies and practices remain supportive of adult learners. The OIA will work closely with the entire Peralta community to minimize institutional barriers to international and domestic adult learners and maximize learning opportunities.

**E2. On-going and enhanced recruitment efforts:**

The OIA will work with local students, sponsors and overseas representatives to provide information about studying at the Peralta Colleges. OIA will continue to establish partnerships with professional organizations overseas to sponsor recruitment fairs overseas on behalf of PCCD to recruit students. Overseas students who do not have a local contact discover the Peralta Colleges through web advertising and college magazines. These marketing outreach techniques generate interest from prospective students.

The Office of International Affairs also recruits students domestically through language schools, where international students often attend with the intent of transferring to universities. Staff representatives also go to local schools to meet with prospective students.
about how Peralta can help them meet their educational goals.

A new bridge program will be created with the American Academy of English in San Francisco and promoted through the use of DVDs distributed by both PCCD and the American Academy of English.

An agreement with Patten University in Oakland will allow their students to concurrently enroll and participate in PCCD Language Programs.

Some of the elements to a successful recruitment strategy are the identification of key stakeholders, both on and off campus; the development of strong networks among and between those stakeholders; and the careful coordination and planning of recruitment efforts to ensure agreement of and steady achievement towards a common purpose.

The District must develop a comprehensive and highly visible communication campaign that clearly conveys that the Colleges are open to international students and they are welcome here. This campaign must be carried out not only at the international recruitment level, but also at every level of the District and Colleges, including the classroom, in order to bring about more active advocacy efforts at the Peralta Colleges and in the communities that we serve.

Recruitment ties are established with trade organizations, such as the Bay Area World Trade Center, the Center for International Trade Development, as well as with the statewide Director for the California Community College Economic and Workforce Development Program.

International recruitment

The OIA strives to create sustainable recruitment strategies by increasing promotion/marketing efforts to cover a wider base of potential and prospective students around the world, resulting in more international student applications and higher enrollment.

It is important that in addition to traditional efforts, such as mailing pamphlets, advertising in publications, attending international recruitment fairs and creating Web sites, the OIA will utilize new recruitment strategies tailored to the country where the recruiting is taking place and the individual being recruited. When college representatives travel to recruit they build a relationship with potential students and partnerships with potential institutions. When District representatives travel overseas to promote the Peralta Colleges and recruit students, they build long lasting relationships with overseas institutions and prospective students. This relationship building with education, government and business entities is intertwined and directly related to recruitment efforts.

The OIA will collaborate with US consulates and overseas contacts to host an education fair for education promotion specifically for the Peralta Colleges.
In the Summer & Fall 2007, the OIA set goals to target the following countries and established the following tentative recruitment trips:

1. July 07: China (62 students), Mongolia (41 students)
2. October 07: South Korea (91 students)
3. November 07: Mongolia
4. December 07: Vietnam (47 students) & Thailand (14 students)
5. February 08: India (3 students)
6. March 08: Taiwan (10 students)
7. June 08: Brazil (5 students)

(Student Enrollment Data as of Spring 2007)

According to “Open Doors 2006,” the following were included in the list of the top fifteen leading places of international student origin: India, China, South Korea, Taiwan, Thailand and Brazil (See Appendix C). Other targeted countries the OIA has selected for recruitment efforts, Vietnam and Mongolia, are based on the influx of student applications and enrollment from our own recruitment efforts at the Peralta District.

The OIA is working hard to establish direct and ongoing lines of communication with prospective students before, as well as after, they have applied for admission to establish a stronger connection, provide them with a real person on campus to consult, show the colleges’ interest in having them study there, and to provide future students with a chance to ask any questions they might have regarding studying at the Peralta Colleges. Additionally, including families, parents in particular, in the recruitment process is an integral part of the process.

OIA will be supporting faculty members to become more involved in recruitment, especially in specific disciplines. Their expertise should be used to promote and articulate the highlights of their programs.

Creating housing at the College of Alameda will also help enhance student services and increase student interest in our colleges. OIA housing advisors are key players in the process and should be brought into recruitment efforts. Information on housing, affordability, and the ease of reserving housing play a critical role in recruitment.

**Domestic recruitment**

The Office of International Affairs also recruits students domestically through language schools, where international students often attend with the intent of transferring to
universities. Staff representatives go to the schools to meet with prospective students about how Peralta can help them meet their educational goals.

E3. Out-of-state U.S.-resident recruitment

In addition to recruiting international students, the OIA has been charged with expanding outreach and recruitment efforts beyond California targeting out-of-state U.S.-resident students. The OIA will set up a team that consists of college presidents, District administrators and faculty groups to address recruitment strategy to address recruitment strategies involving the use of the internet, college fairs, high school visits, direct mail to high school students and conference presentations.

Fair recruitment schedule will be based on market analysis and research studies on other states’ in-state tuition and fees. The targeted states for the next two years, Fall 2007-Fall 2009 are as follows:

1. Alaska
2. New York
3. Montana
4. Oregon
5. Washington
6. Illinois
7. Arizona
8. Hawaii
9. Nevada
10. Texas

According to the American Association of Community Colleges, the total annual community college enrollment in the USA is 11.6 million students. While $2,272.00 is the average cost for annual full-time (12 units per semester) tuition and fees at US community colleges, the cost to attend the Peralta colleges is only $624.00.

<table>
<thead>
<tr>
<th></th>
<th>Average Annual Tuition and Fees (Full-time)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alaska</td>
<td>$3,352.00</td>
</tr>
<tr>
<td>New York</td>
<td>$3,331.00</td>
</tr>
<tr>
<td>Montana</td>
<td>$2,188.80</td>
</tr>
<tr>
<td>Oregon</td>
<td>$2,146.00</td>
</tr>
<tr>
<td>Washington</td>
<td>$1,745.00</td>
</tr>
<tr>
<td>Illinois</td>
<td>$1,632.00</td>
</tr>
<tr>
<td>Arizona</td>
<td>$1,585.00</td>
</tr>
<tr>
<td>Hawaii</td>
<td>$1,542.00</td>
</tr>
<tr>
<td>Nevada</td>
<td>$1,530.00</td>
</tr>
<tr>
<td>Texas</td>
<td>$1,314.00</td>
</tr>
<tr>
<td><strong>PCCD</strong></td>
<td><strong>$624.00</strong></td>
</tr>
</tbody>
</table>
Recruitment Strategies and Action Steps:

- Work with instructional and counseling faculty to expand outreach and recruitment efforts beyond California by employing the following strategies:
  - **Campus Coordination**
    - Sheriffs Department for safety issues
    - Public Information Officers
    - Marketing Services
    - Associated Students
    - Admissions & Records
    - Financial Aid
    - Transfer Center Counselors
    - Articulation Counselor
    - Assessment Center
    - Matriculation
  - **Outreach/Student Services**
    - Pre-admissions contact
    - Priority enrollment
    - Early Financial Aid packaging
    - Housing Information
    - Campus Tours
    - One Stop Shop-Welcome Center
    - Transcript Evaluation
    - Assessment Waivers
    - Orientations for new students and parents
    - Residency Information
    - Scholars Program Info
    - Counseling
  - **Communication Plan**
    - Phone calls
    - Cyber-Counseling
    - Transcript Evaluation
    - Website
    - Personal Letters
  - **Internet Presence**
    - Google Search
    - Website for Transfer
    - Out-of-State Electronic Newsletter sent to Counselors
    - Cyber-counseling
    - Constantly improving Website to promote a more user friendly approach
  - **College Visits/Fairs**
  - **High School Visits/Fairs**
  - Attend National Fairs Connected to National Conferences, such as the National Association for College Admission Counselors (NACAC) and College Board
Conference Presentations

**The following is a targeted out-of-state recruitment schedule for the next 2 years:**

The recruitment efforts for the next two years will include the following:

1. Communication Plan as listed above to save costs
2. Internet Presence as listed above
3. Letters sent to Prospects
4. Follow-up materials mailed before the visit
5. Packets sent to students with enrollment information
6. Counselor Contacts
7. High School Visits
8. College Visits
9. Attendance to National Fairs, such as the NACAC.

- **Fall 2007 Recruitment Schedule**
  - Las Vegas, Nevada
  - Portland & Eugene, Oregon
  - Phoenix, Arizona
  - Chicago, Illinois
- **Spring 2008 Recruitment Schedule**
  - New York, New York
  - Honolulu, Hawaii
  - Bozeman, Montana
- **Fall 2008 Recruitment Schedule**
  - Dallas, Texas
  - Buffalo, New York
  - Seattle, Washington
- **Spring 2009 Recruitment Schedule**
  - Syracuse & Rochester, New York
  - Maui, Hawaii
  - Anchorage, Juno & Fairbanks, Alaska

Note: This schedule is subject to change as needed.
Goal F: Resource Development

F1. Staffing and Staff Development

Assessment:

International education at the Peralta District and throughout the nation has faced many challenges. The OIA is engaged in ongoing efforts to identify these challenges and must continually develop effective means for meeting those challenges.

In addition, F-1 student immigration law was reformed during the implementation of the DHS’s Student and Exchange Visitor Information System (SEVIS) adding further restrictions to international students. The Peralta Colleges had to implement the new intricate SEVIS system despite not having the current technology available to create a live data link between Peralta’s data system and the immigration system. The result was additional work for staff in the OIA who had to input information into the new system by hand. This process is very time-consuming.

The current system used for immigration and academic records is a combination of multiple systems that include the mainframe, SEVIS, fsaATLAS and hard copies of student folders. These are the systems that the OIA has available and uses to provide data to District officials. Often the information is not clear to people unfamiliar with the systems.

The admissions process for international students requires considerable time as each applicant’s documents must be screened for completion prior to acceptance. The turnaround time can be time consuming for applicants with incomplete documents because additional time is required for staff to review these additional documents as they become available. Due to the recent hiring policy changes regarding the hiring of hourly classified staff, the OIA’s operation has been negatively affected. Hourly staff were essential to all important support services, such as application in-take, screening of document, response to inquiries and application follow-up, as well as other support issues related to housing, transportation, enrollment and other life issues. At times there is a need for more bilingual staff to assist with complex personal issues. Even though we do have many bilingual staff, there is still a need for staff who are fluent in other languages, such as Mongolian, Korean, Japanese and Vietnamese.

In terms of academic counseling, the hourly international student counselors are often overwhelmed with the large number of new and continuing international students at the beginning and end of each semester. The overflow is often directed to the college campuses where they do not receive international counseling.
Strategies and Action Steps:

The OIA staff will be cross-trained on admissions and all support services to better serve the student population.

The OIA needs an increase in classified staffing in order to render essential services in matters such as online/in-person admissions advising, housing, student activities, medical and health services, as well as Department of Motor Vehicles and Social Security Administration issues.

Organizational Structure

The Peralta District’s international office is structured in a systemic and dynamic way, which provides efficient services throughout the colleges with a centralized location at the District Office. The operation is structured and operated by two separate and yet connected systems, the Office of International Affairs and the Office of International & Global Education (See the Organizational Chart below).

The Associate Vice Chancellor for International Affairs oversees and provides leadership for both offices. However, many of the operation’s day-to-day needs, including project implementation and management, will be conducted and managed by the Director of International Services. The Director of International Services also works closely with the Coordinator to resolve issues related to students’ financial and immigration concerns, as well as student enrollment and retention issues. In addition, the daily responsibilities of admissions of the OIA are organized by the Coordinator who works alongside staff members, international student counselors, and peer advisors. Their duties consist of all facets of international student admissions and inquiries, advising and advocating with various agencies, which include, but are not limited to the US Citizenship & Immigration Service, US Immigration & Customs Enforcement, Social Security Administration, and the Department of Motor Vehicles on behalf of international students. They also work with international student sponsors, consult students on immigration issues, and offer international student support services such as housing options, activities and orientations.

Direct contacts have been established throughout the world with potential international students, sponsors, educational institutions and business organizations. This organizational structure is a direct recruitment effort built with the linkages between these contacts and the PCCD.

The OIA staff assists in the duties of international affairs, including promoting of international programs and services, out-of-state recruitment efforts, maintaining the liaison with the Department of State and the Department of Homeland Security, promoting the Peralta Colleges across the world by establishing linkages and relationships with overseas institutions, organizations and business as well as online marketing. Staff members also correspond online on a daily basis with prospective students and their sponsors to answer inquiries. The Associate Vice Chancellor, along with the Director of International Services,
will be responsible for creating new ideas, marketing analysis, strategy and designing new programs, and developing and implementing new signature and innovative programs.
F2. Information Technology

Assessment:

The Office of International Affairs does not have a live data link between student enrollment information at the Peralta colleges and the U.S. Immigration and Naturalization Service Web site. Therefore, all reporting is done manually, which limits accuracy.

Strategies and Action Steps:

By utilizing the Internet Presence: Google Search, Website for promotion, registration and enrollment, and cyber-counseling, the OIA will be positioned to respond to all out-of-state and overseas inquiries, as well as help students to enroll in online classes, if available, through online counseling and advising.

The OIA plans to consolidate all current academic and immigration information systems into the new PeopleSoft system in order to reduce the probability of human error in inputting and to provide more transparent and real-time data on all international students and services related to international student. The International Student Workflow shown in the following chart will be incorporated into the newly implemented PeopleSoft network to clarify the specific needs of the Office of International Affairs and the customized workflow being designed.
INTERNATIONAL STUDENTS CHECKLIST
“PeopleSoft”

OFFICE CONTACTED

Student Directed to Application

Application to Office Plus $50 Fee

A File is Created, Checklist Started and Current Visa Status Established

Checklist Items
- Application Fee
- TOEFL or ESL
- Highest Education Transcripts, or
- Copy of Diploma
- Personal Statement
- Statement of Health
- Bank Statement
- Financial Statement
- Health Insurance
- Copy of Passport Bio-page
- Copy of Previous School’s I-20
- Copy of F-1 Visa
- Visa Verification Form

Completed Application Reviewed

DENIED

ACCEPTED

Tuition Deposit Taken for 12 Units

Generate I-20 and SEVIS Record

Record Student’s Port of Entry

Student Reports to Office and Hold Removed

Submit College Application and Complete Matriculation

MONITOR (Student Support)
- SEVIS Registration
- Maintain 12 Units
- Approved for Less Than 12 Units
- Change of Address
- Complete Field of Study/Major
- Transfer
- Date Terminated
F3. Facilities and Equipment

Assessment:

A lack of dormitory space and temporary housing near the Peralta Colleges deters many international students from applying to the colleges.

The OIA is located in a small portable trailer and has a lack of storage for data archives and student folders. Filing cabinets are located in various offices including the counseling offices. This setup is not conducive to student confidentiality during counseling or immigration advising. In addition, the portable is old and has bad odors and a rotting boardwalk, which could cause future safety issues. The canopy between the two portables leaks in the winter when it rains and often staff is required to walk between buildings with important documents, which often get wet from the leaky canopy.

At least four computers currently being used are considered out of date and operate at an extremely slow pace, which causes long waits for all concerned.

Strategies and Action Steps:

Continue to work with the Alameda housing committee to develop a housing opportunity that meets the needs of international students and the community.

In an effort to address the data storage issue, the OIA is currently using Record Preservation and Management to storage boxes.

A new portable or building is required in order to provide adequate services to students as well as attract more students to the PCCD. The OIA is currently working with Jeffrey Cook, PCCD’s Facilities Project Coordinator, along with Sadiq Ikharo, Vice Chancellor of General Services, to resolve building repair and maintenance issues, including repairing/replacing the deck, canopy, one broken air conditioning unit, and clean ducts. Currently, Mr. Cook anticipates this work will begin early November, 2007, and should take several days to complete. Additionally, Scotsman Williams has begun to work on fixing the leaky roof.

The OIA is attempting to procure new computers.

F4. Fiscal Resources

Assessment:

In the past three years, the budget has been set at approximately $570,000. Last fiscal year, the total expense for the OIA was $556,812.82. Currently, we are serving approximately 1,000 students per year, which costs nearly $570 per student to operate. The program generates approximately $3 million for the District in 2006-2007. Therefore, the expense on
one student generates 500% more in return.

**Strategies and Action Steps:**

Increased funding is required to carry on necessary functions and implement projects and marketing strategies to increase enrollment.
### B. Strategic Action Steps

<table>
<thead>
<tr>
<th>A. Advance Student Access and Success</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A1. Increase Student Enrollment</strong></td>
<td>Administrator / Staff</td>
<td></td>
</tr>
<tr>
<td>A1.1 Reaffirm the Mission and Purpose of the OIA based on strategic plan.</td>
<td>JN, SB</td>
<td>Sept 07</td>
</tr>
<tr>
<td>A1.2 Establish a comprehensive recruitment plan to strengthen recruitment and promotion efforts for 2007-2008.</td>
<td>JN, SB / BD, DG</td>
<td>Sept 07</td>
</tr>
<tr>
<td>A1.3 Create a targeted approach in specific world regions and will participate in international recruitment efforts.</td>
<td>JN, SB / DG</td>
<td>Sept 07</td>
</tr>
<tr>
<td>A1.4 Work with College Administrators and Faculty to address student class enrollment and retention.</td>
<td>JN, SB / COUN, BD</td>
<td>Oct 07</td>
</tr>
<tr>
<td>A1.5 Utilize current technologies such as enhanced web design, video promotions and media or publications.</td>
<td>JN / DG</td>
<td>Dec 07</td>
</tr>
<tr>
<td>A1.6 Increase visits to local language schools and centers will be incorporated to promote the colleges and recruit students.</td>
<td>SB / BD</td>
<td>Dec 07/ Mar 08</td>
</tr>
<tr>
<td>A1.7 Streamline the admissions process to enhance efficiency of admissions for international students.</td>
<td>JN, SB / AK</td>
<td>Nov-Dec 07/ Apr-May 08</td>
</tr>
<tr>
<td>A1.8 Establish recruitment strategy for out-of-state students by meeting with District-wide administrators and faculty.</td>
<td>JN, SB / DG</td>
<td>Fall 07</td>
</tr>
<tr>
<td>A1.9 Increase student enrollment for international, out-of-state, and study abroad students to 1000.</td>
<td>JN, SB / BD, DG</td>
<td>Fall 08</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A2. Contribute to a Welcoming Environment</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A2.1 Offer seminars and workshops, such as on Professional Development Days, to promote cultural sensitivity issues related to international students.</strong></td>
<td>JN, SB / COUN, DG</td>
<td>Fall 07/ Spring 08</td>
</tr>
<tr>
<td>A2.2 Enhance counseling and advising to help students adjust to their American educational experience and increase student success.</td>
<td>COUN, BD, AK</td>
<td>Dec 07</td>
</tr>
<tr>
<td>A2.3 Establish hospitality teams through college Public Information Officers, faculty, administrators and various colleges’ departments to host overseas delegates and dignitaries.</td>
<td>JN, SB</td>
<td>Dec 07</td>
</tr>
<tr>
<td>A2.4 Increase customer service to welcome visitors, guests and new students who come to Peralta.</td>
<td>JN, SB / AK</td>
<td>Spring 08/ Fall 08</td>
</tr>
<tr>
<td>A3. Make Programs Financially Attractive</td>
<td>Responsibility</td>
<td>Timeline</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>----------------</td>
<td>---------------</td>
</tr>
<tr>
<td>A3.1 Provide assistance to students in securing affordable housing through home-stay programs.</td>
<td>JN / AK</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A3.2 Employ partnerships to develop tuition scholarships and other financial incentives.</td>
<td>JN, SB</td>
<td>Spring 08/Fall 08</td>
</tr>
<tr>
<td>A3.3 Assist students who have encountered financial hardship to obtain off-campus work permits to help finance their education.</td>
<td>SW, AK</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A3.4 Assist students who have completed AA/AS or Certificate programs to apply for Optional Practical Training (OPT).</td>
<td>SW, AK</td>
<td>Oct 07/Mar 08</td>
</tr>
<tr>
<td>A3.5 Develop endowment funds for the longer term support of international diversity efforts on campus.</td>
<td>JN, SB</td>
<td>Fall 08</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A4. Strengthen Customer &amp; Support Services</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>A4.1 Build a strong working relationship with the USCIS and the Department of Homeland Security.</td>
<td>JN, SB</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A4.2 Increase counseling and advising services to effectively help students in their academic and personal issues.</td>
<td>JN / COUN, BD, AK</td>
<td>Fall 07/Spring 08</td>
</tr>
<tr>
<td>A4.3 Strengthen student immigration issues in regards to change of status, reinstatement, university transfers, work authorizations, etc…</td>
<td>JN, SB / AK</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A4.4 Conduct Orientation, Student Activities and Networking.</td>
<td>BD, DG</td>
<td>Spring 08/Fall 08</td>
</tr>
<tr>
<td>A4.5 Internationalize College Curriculum through Study Abroad.</td>
<td>JN, SB / DG</td>
<td>Fall 07/Spring 08</td>
</tr>
<tr>
<td>A4.6 Employ affordable Health, Medical and Safety</td>
<td>SB / DG, AK</td>
<td>Fall 07/Spring 08</td>
</tr>
<tr>
<td>A4.7 Work with college assessment center Coordinators to arrange special assessment tests for international students</td>
<td>SB / AK, BD</td>
<td>Fall 07/Spring 08</td>
</tr>
<tr>
<td>A4.8 Inform students about Department of Motor Vehicles and Social Security</td>
<td>AK</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A4.9 Maintain and Update International Student Website</td>
<td>DG</td>
<td>Fall 07/Spring 08</td>
</tr>
<tr>
<td>A4.10 Information Sharing through Faculty and Staff Development and Workshops</td>
<td>JN, SB / COUN, DG, AK</td>
<td>Fall 07/Spring 08</td>
</tr>
<tr>
<td>A4.11 Conduct Tax Workshops every fiscal year during tax season</td>
<td>AK</td>
<td>April 08</td>
</tr>
<tr>
<td>A4.12 Work with College Administrators and Faculty to address refunds and under 12-unit issues.</td>
<td>JN, SB / AK, BD, SW</td>
<td>Ongoing</td>
</tr>
<tr>
<td>A5. Enhance Student Retention and Success</td>
<td>Responsibility</td>
<td>Timeline</td>
</tr>
<tr>
<td>A5.1 Recommend all new incoming international students to enroll in a college success class, Counseling 24, specifically designed for new international students</td>
<td>JN / COUN</td>
<td>Fall 08</td>
</tr>
<tr>
<td>A5.2 Will work with the liaison counselor for each of the four colleges in regards to academic issues and support</td>
<td>COUN, AK</td>
<td>Spring 08</td>
</tr>
</tbody>
</table>

**B. Engage Our Communities and Partners**

| B1. Enhance communications with students | Responsibility | Timeline |
| B1.1 Develop a collaborative effort with college administrators to promote international student recruitment and retention. | JN, SB | Fall 07/ Spring 08 |
| B1.2 Establish an International Alumni Association and other student clubs, to improve communication with parents and families. | JN, SB / AK, DG | Fall 08 |

| B2. Enhance Communications with Local Sponsors | Responsibility | Timeline |
| B2.1 Help sponsors and prospective students with all necessary and adequate information regarding admissions | BD, AK, DG | Ongoing |
| B2.2 Help sponsors and prospective students with all necessary and adequate information regarding visas | BD, AK | Ongoing |
| B2.3 Help sponsors and prospective students with all necessary and adequate information regarding immigration | BD, AK | Ongoing |
| B2.4 Help sponsors and prospective students with all necessary and adequate information regarding financial issues | BD, AK, DG | Ongoing |

| B3. Enhance Communications with District and College Administration | Responsibility | Timeline |
| B3.1 Enhance the effectiveness of communication with District administrator, faculty and staff through liaisons with other departments | JN, SB / COUN, DG | Fall 07/ Spring 08 |
| B3.2 Designate a liaison to specific departments to address issues in regards to international education. | JN, SB | Fall 07/ Spring 08 |
B3.3 Work with the General Counsel to develop District approved legal contracts and assemble them for special programs  

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>JN, SB</td>
<td>Fall 07/ Spring 08</td>
</tr>
</tbody>
</table>

B3.4 Communicate achievements, ongoing plans and goals with the Board of Trustees and the community to enhance transparency.  

| JN | Fall 07/ Spring 08 |

B4. Enhance Communications with Local & Overseas Communities  

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>JN</td>
<td>Fall 07/ Spring 08</td>
</tr>
</tbody>
</table>

| B4.1 Obtain sponsorship for Fall, 2007 overseas recruitment fair by utilizing partnership efforts with private organizations | JN | Fall 07 |
| B4.2 Work closely with CITD and statewide Director to develop training programs and establish networks in the state of California and overseas to enhance international program and visibility | JN | Fall 07/ Spring 08 |
| B4.3 Submit a proposal to present a report on the findings regarding “TOEFL scores and Student Success” at the 2008 World Congress/International Conference | JN | Fall 07/ Spring 08 |
| B4.4 Work closely with specific organizations in a joint effort to promote the recruitment and establishment of new programs in targeted countries | JN, SB | Fall 07/ Spring 08 |
| B4.5 Work closely through a University Network in Korea to recruit students | JN, SB | Fall 07/ Spring 08 |

C. Build Programs of Distinction  

<table>
<thead>
<tr>
<th>C1. Expand Study Abroad Programs</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1.1 Establish program to study abroad in Vietnam</td>
<td>JN, SB / DG</td>
<td>Fall 07</td>
</tr>
<tr>
<td>C1.2 Establish program to study abroad in Mongolia</td>
<td>JN, SB / DG</td>
<td>Summer 08</td>
</tr>
<tr>
<td>C1.3 Focus on specific geographic regions of the world, such as Africa, the Caribbean, Latin America, Asia and South East Asia</td>
<td>JN, SB / DG</td>
<td>Fall 07/ Spring 08</td>
</tr>
<tr>
<td>C1.4 Develop a plan of strengths and weaknesses experienced on previous programs in order to improve future programs.</td>
<td>JN, SB / DG</td>
<td>Fall 07/ Spring 08</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>C2. Develop short-term Courses</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>C2.1 Develop short-term courses for working professionals and students from overseas to be trained at the Peralta Colleges in a variety of fields</td>
<td>JN, SB / DG</td>
<td>Fall 07/ Spring 08</td>
</tr>
</tbody>
</table>
### C3. Create Innovative Programs

<table>
<thead>
<tr>
<th>C3.1 Establish online courses for overseas and out-of-state students</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>JN, SB / COUN, DG</td>
<td>Fall 07/</td>
<td></td>
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<td></td>
<td>Spring 08</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>C3.2 Establish business and marketing plan for specific short-term training programs for professionals from South Korea, Mongolia &amp; China</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>JN, SB / DG</td>
<td>Fall 07/</td>
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<td></td>
<td>Spring 08</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>C3.3 Create a bridge program with a South Korean University to enable students to study at PCCD and transfer to 4-year universities.</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>JN, SB</td>
<td>Fall 07/</td>
<td></td>
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<tr>
<td></td>
<td>Spring 08</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>C3.4 Create an Intensive English Program at Merritt College, College of Alameda and Berkeley City College</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>JN, SB</td>
<td>Spring 07</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>C3.5 Create an Intensive English Program in Chinatown</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>JN, SB</td>
<td>Fall 08</td>
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</tr>
</tbody>
</table>

### C4. Connect Language Program to College Curriculum

<table>
<thead>
<tr>
<th>C4.1 Develop an Intensive English program in collaboration with college administration and faculty</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>JN, SB / COUN, DG</td>
<td>Fall 07/</td>
<td></td>
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<td></td>
<td>Spring 08</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>C4.2 Establish Intensive Chinese, Spanish and other Languages Programs</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>JN, SB / COUN, DG</td>
<td>Fall 08</td>
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</tbody>
</table>

### D. Create a Culture of Innovation and Collaboration

#### D1. Collaborate with Instructional Faculty

<table>
<thead>
<tr>
<th>D1.1 Work closely with Faculty through Faculty Senate and department meetings as needed to address student issues.</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>JN / COUN</td>
<td>Fall 07</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>D1.2 Work closely with Department Chairs and ESL Faculty to develop and design an Intensive English curriculum</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>JN, SB / COUN</td>
<td>Fall 07</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>D1.3 Work with teaching faculty to provide an environment of cultural inquiry for our students</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>JN, SB / DG</td>
<td>Spring 08</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>D1.4 Establish a key liaison person within academic departments for international and academic matters</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>JN, SB / COUN</td>
<td>Fall 08</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>D1.5 Promote programs through the academic department website</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>SB / DG</td>
<td>Fall 08</td>
<td></td>
</tr>
</tbody>
</table>

#### D2. Collaborate with Counseling Faculty

<table>
<thead>
<tr>
<th>D2. Promote programs through the academic department website</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tr>
<tr>
<td>D2.1 Establish a key liaison person within the counseling department for international and academic matters</td>
<td>JN / COUN</td>
<td>Fall 07/ Spring 08</td>
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<tr>
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</tr>
<tr>
<td>D3. Collaborate with Colleges/Administrators</td>
<td>Responsibility</td>
<td>Timeline</td>
</tr>
<tr>
<td>D3.1 Work with College presidents and administrators to begin to discuss the Intensive English Institute</td>
<td>JN</td>
<td>Fall 07</td>
</tr>
<tr>
<td>D4. Collaborate with Staff Development Officer</td>
<td>Responsibility</td>
<td>Timeline</td>
</tr>
<tr>
<td>D4.1 Work closely with faculty members who are planning and directing study abroad programs through Professional Development Days</td>
<td>JN, SB / DG</td>
<td>Fall 07/ Spring 08</td>
</tr>
<tr>
<td>D5. Work with other Colleges to Establish Best Practices</td>
<td>Responsibility</td>
<td>Timeline</td>
</tr>
<tr>
<td>D5.1 Establish working relationship with Santa Monica College</td>
<td>JN, SB / DG</td>
<td>Fall 07</td>
</tr>
<tr>
<td>D5.2 Establish working relationship with Foothill/De Anza College</td>
<td>JN, SB / DG</td>
<td>Spring 08</td>
</tr>
<tr>
<td>D5.3 Establish working relationship with Houston Community College</td>
<td>JN, SB / DG</td>
<td>Fall 09</td>
</tr>
</tbody>
</table>

**E. Ensure Financial Health**

<table>
<thead>
<tr>
<th>E1. On-going and Enhanced Outreach Efforts</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1.1 Establish recruitment ties with the Bay Area World Trade Center</td>
<td>JN</td>
<td>Fall 07</td>
</tr>
<tr>
<td>E1.2 Establish recruitment ties with the Center for International Trade Development</td>
<td>JN</td>
<td>Fall 07/ Spring 08</td>
</tr>
<tr>
<td>E1.3 Establish recruitment ties with the statewide Director for the California Community College Economic and Workforce Development Program</td>
<td>JN</td>
<td>Fall 07/ Spring 08</td>
</tr>
<tr>
<td>E2. On-going and Enhanced Recruitment Efforts</td>
<td>Responsibility</td>
<td>Timeline</td>
</tr>
<tr>
<td>E2.1 Work with District and Colleges across the state to create sustainable recruitment strategies.</td>
<td>JN, SB</td>
<td>Fall 07/ Spring 08</td>
</tr>
<tr>
<td>E2.2 Increase promotion/marketing efforts to cover a wider base of potential and prospective students from around the world</td>
<td>JN, SB / DG</td>
<td>Spring 08</td>
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</tr>
<tr>
<td><strong>E3.1</strong> Increase promotion/marketing efforts to cover a wider base of potential and prospective students from out-of-state</td>
<td>JN, SB / COUN, DG</td>
<td>Fall 07/ Spring 08</td>
</tr>
<tr>
<td><strong>E3.2</strong> Work with instructional and counseling faculty to expand outreach and recruitment efforts beyond California</td>
<td>JN, SB / COUN, DG</td>
<td>Fall 07/ Spring 08</td>
</tr>
<tr>
<td><strong>E3.3</strong> Recruitment based on Communication Plan</td>
<td>JN, SB / COUN, DG</td>
<td>Fall 07-Spring 09</td>
</tr>
<tr>
<td><strong>E3.4</strong> Recruitment using Internet Presence</td>
<td>AK, DG, COUN</td>
<td>Fall 07-Spring 09</td>
</tr>
<tr>
<td><strong>E3.5</strong> Attend National Fairs Connected to National Conferences, such as the National Association for College Admission Counselors (NACAC) and College Board</td>
<td>JN, SB</td>
<td>Fall 08</td>
</tr>
<tr>
<td><strong>E3.6</strong> Attend College and High School Fairs/Campuses based on Recruitment Schedules</td>
<td>JN, SB / COUN, DG</td>
<td>Fall 07-Spring 09</td>
</tr>
</tbody>
</table>

### F. Resource Development

<table>
<thead>
<tr>
<th>F1. Staffing and Staff Development</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>F1.1</strong> Create a database of faculty and staff with foreign language capabilities to serve as mentors/translators</td>
<td>AK, DG</td>
<td>Spring 2008</td>
</tr>
<tr>
<td><strong>F1.2</strong> Staff will be cross-trained on admissions and all support services to better serve the student population</td>
<td>JN</td>
<td>Fall 07/ Spring 08</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>F2. Information Technology</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>F2.1</strong> Work with Chief Information Officer and Admissions &amp; Records to incorporate International Student Checklist with PeopleSoft system</td>
<td>JN / SW</td>
<td>Fall 07/ Spring 08</td>
</tr>
<tr>
<td><strong>F2.2</strong> Utilize cyber-counseling as a way to respond to all out-of-state and overseas inquiries</td>
<td>JN / COUN</td>
<td>Spring 08</td>
</tr>
<tr>
<td><strong>F2.3</strong> Use of E-Mail to communicate with prospective students</td>
<td>BD, SW, DG, AK</td>
<td>Fall 07/ Spring 08</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>F3. Facilities and Equipment</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>F3.1</strong> Work on the proposed student housing dormitory plan that will meet student housing needs and enhance marketing strategy</td>
<td>JN, SB</td>
<td>Fall 07/ Spring 08</td>
</tr>
<tr>
<td>F3.2 Work with the Vice Chancellor of General Services to address the facility needs of the operation</td>
<td>JN, SB</td>
<td>Fall 07/Spring 08</td>
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</tr>
<tr>
<td>F3.3 Work with Chief Financial Officer and General Services to purchase five additional computers to replace out-dated equipment in order to function efficiently</td>
<td>JN / SW</td>
<td>Fall 07</td>
</tr>
<tr>
<td><strong>F4. Fiscal Resources</strong></td>
<td><strong>Responsibility</strong></td>
<td><strong>Timeline</strong></td>
</tr>
<tr>
<td>F4.1 Request to increase funding to carry on necessary functions and implement projects and marketing strategies to increase enrollment</td>
<td>JN</td>
<td>Fall 09</td>
</tr>
</tbody>
</table>